

BLOCK II: THE BUSINESS OF CIA

The objective of Block II is to renew and enlarge the knowledge and understanding that members of the Seminar have of the work of the Agency. The Block singles out for special attention major facets of the Agency's primary missions and tasks, and the choice of topics is necessarily highly selective. Each major presentation is designed to provide an overview of an important element of the Agency's responsibilities as well as develop some facets of the subject in depth. Many aspects of CIA's business are also covered in other Blocks when they have a significant relationship to the international arena, the work of other agencies, the domestic environment, or management practices.

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SCOPE NOTE

THE ORGANIZATION GAME

The Organization Game is a team exercise designed to familiarize Seminar members with the structure of the Agency.

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SCOPE NOTE

RECONNAISSANCE SYSTEMS

Top officials of the Office of Special Projects will discuss current and planned reconnaissance systems, their contribution to intelligence and their limitations. They will consider the decision-making and risk-taking processes involved in developing and operating different systems for particular tasks. In addition, they will review the workings of the requirements system guiding collectors.

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SCOPE NOTE

AGENCY ELINT OPERATIONS

The speaker will discuss the work of the Office of ELINT in DDS&T, its ground station and airborne collection capabilities, third party relationships, collaboration with NSA, and support to other Agency operations.

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SCOPE NOTE

COMMUNICATIONS: LIFELINE OF THE AGENCY

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The Chief, [] will outline the scope of the Agency's world-wide communications system and the types of communications support it provides to staff and operational programs, as well as to other US Government activities abroad. He will describe the changes in the Agency's communication system being wrought by automation and other technical developments. The speaker will also comment on the managerial policies of the Office of Communications that have enabled it to satisfy expanding communications needs of the Agency while maintaining flexibility and readiness to meet new requirements. A tour of the Communications Center at Headquarters will follow the presentation.

25X1

SCOPE NOTE

NEW TRENDS IN COVER

Senior representatives of the Clandestine Service will discuss, in the context of an overall concept of the Agency's need for cover, new efforts to introduce a consistent long-range approach to the use of nonofficial cover. They will discuss the problems posed in finding lasting and flexible facilities to provide nonofficial cover for activities abroad, and they will stress the need for new management procedures to overcome the drawbacks of applying Federal employee regulations in a routine fashion to nonofficial cover personnel.

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SCOPE NOTE

SIGINT ACTIVITIES OF THE CLANDESTINE SERVICE

A panel of Clandestine Service officers will discuss CS activities in the field of signal intelligence. They will consider the nature of national and other requirements for signal intelligence and the areas of success and difficulty in satisfying them. The Agency's relationship to other collectors and users, third party operations and responsibilities, and the covert intercept program will also be reviewed.

25X1

SCOPE NOTE

COVERT ACTION AND POLICY: A HISTORICAL PERSPECTIVE

Covert Action (CA) is one of CIA's three primary missions. While it has occasionally stirred controversy, its utility as an arm of foreign policy has been repeatedly affirmed by higher authority. The Deputy Chief of the Covert Action Staff will look at Covert Action in historical perspective, surveying the Agency's experience with this activity over more than twenty years and reviewing its relationship to policy. He will describe the way in which policy affects the initiation and development of covert action projects and the formal controls which seek to assure that all covert action remains in the service of the policy-maker. The Speaker will also discuss the changing relationship of CA to foreign intelligence collection and will speculate on prospective trends for Covert Action in the 1970's.

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SCOPE NOTE

COVERT ACTION OPERATIONS

[To be negotiated with speaker]

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SCOPE NOTE

TOUR OF TECHNICAL SERVICES DIVISION FACILITY

An overview of the Technical Services Division (TSD) of the DDP will precede a tour of the facility. The presentation and tour will emphasize TSD's role as an action arm of the Clandestine Service, participating in research and operational planning at Headquarters, but also actively involved in direct support to operations in the field. TSD's expertise and experience in such traditional activities as audio, secret writing, clandestine photography, and documentation and disguise will be demonstrated in terms of the specific kinds of operations they support. In addition, TSD's work in

25X1 [REDACTED] will be reviewed, as will its growing capabilities in such new areas as video, narcotics detection and counteraction, and anti-terrorist activities.

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SCOPE NOTE

INTERPRETING PHOTOGRAPHY FOR INTELLIGENCE

Members of the Seminar will visit the National Photographic Interpretation Center (NPIC) for an orientation by its Director, the "Father of Modern Photo Interpretation," on the mission and work of the Center. A tour of the facility, including presentations by photo interpreters and an inspection of some of the sophisticated equipment used in the Center, will follow.

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SCOPE NOTE

MARIWANA STATION CASE: PHASE I

Members of the Seminar will work as teams on a notional case study involving a requirement levied upon a field station to reduce personnel. The requirement necessitates a number of operational and managerial decisions. The case study has been designed both to help develop an understanding of the scope of typical station operations and to convey an understanding of a station.

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SCOPE NOTE

AN OVERVIEW OF INTELLIGENCE PRODUCTION

The Assistant Deputy Director for Intelligence will survey the different types of intelligence production. Using examples, he will consider the problems of the intelligence producers in keeping abreast of the needs and interests of policy-makers and providing intelligence support to policy options without becoming enmeshed in the policy process. He will also discuss the necessity for intelligence producers to remain in close communication with collectors, serving as a source of guidance on what should be collected as well as contributing to program evaluation. The Speaker will look ahead to the direction in which intelligence production is going, anticipating changing requirements and expectations the Agency may face in the future.

SCOPE NOTE

THE ANALYTICAL FUNCTION IN CIA

What is intelligence analysis and how is it done?

Senior Officers of the S&T and the Intelligence Directorates will consider the analytical function and describe the processes by which informational inputs become a conclusion or estimate concerning foreign capabilities, policies, intentions, and strategies. What are the qualities that produce a good analyst? What skills must he bring with him? What skills does he acquire on the job, and how does he acquire them? What sources of information are at his disposal and how does he choose between, balance, or meld them into an answer meeting some need of the policy maker?

The Deputy Director of OCI will illustrate his response to these questions with specific examples of analysis leading to finished intelligence in the political or economic field.

The Director, Foreign Missile and Space Center, will discuss the ways in which the S&T analyst takes raw data in the form of telemetry, imagery, radar tracking data and other information, and uses them to build up a picture of the capabilities and performance characteristics of strategic weapons systems.

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Both speakers will address the question: How does management organize to provide the appropriate training, working atmosphere, and support needed to produce finished intelligence and estimates of the highest objectivity and integrity?

SCOPE NOTE

THE IMPACT OF TECHNOLOGY ON INTELLIGENCE

The Deputy Director for Science and Technology will draw on his unique experience in the Agency to discuss the contribution of science and technology to national intelligence and the probable impact of technological developments on the Agency's work in the future. He will review the kinds of technical and managerial ingenuity in the Agency's S&T history that have accounted for our successes in a number of fields and will give his views on the important lessons to be learned from them.

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SCOPE NOTE

NARCOTICS INTELLIGENCE: NEW TASK FOR CIA

Effective narcotics control has been declared by the President to be a primary foreign policy objective of the United States. The significance of this development for the Agency will be explored by the Chief of the Narcotics Control Group (NARCOG) and the DDI Coordinator in this field. The Agency's collection activities, its role as coordinator of foreign collection efforts against the foreign narcotics target, and the relationships that are developing between the intelligence and enforcement arms of the new "narcotics intelligence community" will be described. Problems related to production of intelligence on the subject, the formulation of production requirements, and the response of the Intelligence Directorate to them will also be detailed.

(A presentation on the medical aspects of drug abuse and its impact on American society will be given in Block VI.)

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SCOPE NOTE

SUPPORT FOR INTELLIGENCE

The Deputy Director for Support will outline the principal types of support for intelligence involving men, money and materiel. He will use selected examples to show the critical relationship between the timely planning and provision of support and the successful execution of Agency tasks and operations; and he will highlight a number of vital points at which the Support Directorate interfaces with other Directorates and components. He will also share with the Seminar some insights into his responsibilities as a Manager in running his own Directorate as well as his responsibilities as a member of the Agency's top management team.

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SCOPE NOTE

INTELLIGENCE AND ARMS CONTROL

A panel of CIA intelligence officers will trace the steps leading to the first phase agreements with the Soviet Union on arms control, indicating especially the role that intelligence has played in making the SALT I agreement possible. They will discuss the ways in which CIA assists the negotiating process and the responsibilities placed upon CIA and other components of the Intelligence Community for verification under SALT I and prospective future agreements. Problems involved in verification will be explained in some depth. The panel will also consider the impact which verification responsibilities already have had and may have in the future on the management and the structure of the Agency.

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